CHIEF OF NAVAL OPERATIONS

March 4, 2016

Rear Admiral Carlos Alfonso Duque Ramos Chief of the Revolutionary Navy c/o USDAO Havana 3200 Havana Place Washington, DC 20521-3200

Dear Admiral Duque Ramos,

Please accept my invitation for you and your spouse to join Dana and me in Newport, Rhode Island for the 22nd International Seapower Symposium (ISS) on 20-23 September 2016. The theme for this year's event is "Stronger Maritime Partners." In order to make this a more meaningful event, I respectfully request any recommendations that you may have for topics of discussion.

We will begin the event with an evening reception for all Heads of Navy, distinguished guests, U.S. Flag and General Officers, and spouses on 20 September 2016. My Director of International Engagement, Rear Admiral Todd Squire, will provide your staff with more detailed information. Request you RSVP and have your staff deliver any topic recommendations by 2 May 2016 to who can be reached at (b) (6)

I look forward to seeing you in Newport.

Sincerely,

J. M. RICHÁRDSON

Admiral, U.S. Navy

CHIEF OF NAVAL OPERATIONS

March 4, 2016

Colonel Ybey Carballo Pérez Chief of Cuban Border Guard c/o USDAO Havana 3200 Havana Place Washington, DC 20521-3200

Dear Colonel Carballo Pérez,

Please accept my invitation for you and your spouse to join Dana and me in Newport, Rhode Island for the 22nd International Seapower Symposium (ISS) on 20-23 September 2016. The theme for this year's event is "Stronger Maritime Partners." In order to make this a more meaningful event, I respectfully request any recommendations that you may have for topics of discussion.

We will begin the event with an evening reception for all Heads of Navy. distinguished guests, U.S. Flag and General Officers, and spouses on 20 September 2016. My Director of International Engagement, Rear Admiral Todd Squire, will provide your staff with more detailed information. Request you RSVP and have your staff deliver any topic recommendations by 2 May 2016 to who can be reached at (5)

I look forward to seeing you in Newport.

Sincerely,

Admiral, U.S. Navy